

Send it out

MEMORANDUM FOR: Deputy Director for Administration

STATINTL FROM : [REDACTED]
Chairman, ADMAG

SUBJECT : Employee Concerns Regarding Vacancy Notices

1. During three separate Trends and Highlights sessions, employees have expressed a lack of credibility in the filling of positions through vacancy notices. Although the complaints were not unanimous, many employees expressed the opinion that positions were being filled without issuing vacancy notices and when notices were published, the circulation was restricted or arbitrarily assigned. ADMAG, in recognition of the expressed concerns, has reviewed the vacancy notice process to determine the validity of the complaints and hereby submits the results of this review.

2. The recommended procedure, and current practice in most of the Offices that use vacancy notices, is to periodically publish projected vacancies created by rotational assignments and to issue individual vacancy notices on positions vacated due to attrition or reassignment. Normally vacancy notices are circulated only within the issuing Office where the majority of the employees with the desired career discipline, or a closely related field, are assigned. When the position cannot be filled from the sponsoring Office's resources, the notice will be forwarded to other Offices and/or Directorates.

3. ADMAG members are of the opinion the recommended procedures are effective, equitable, and when used properly, are a useful tool in assisting management in filling positions and enabling employees to seek assignments in areas of personal interest, career development and potential advancement. The initial circulation of the notice within the sponsoring office is logical, desirable and consistent with good management practices and objectives. To do otherwise would be detrimental to the employee's personal career goals and morale.

4. Intentional abuses of the system are not evident, but several factors seem to contribute to the employee's lack of confidence in the system. Some Offices, possibly for valid reasons, do not use vacancy notices and the employees are either unaware or fail to understand the reasons for this practice.

The generally recommended procedures within an Office may be inconsistently applied which furthers the lack of credibility in the system. In addition, the proclivity for overwriting the duties of the vacancy causes the employees to conclude they are not qualified when in fact they may be. The most common cause for lack of confidence is the oft heard statement, "The vacancy notices are never circulated in my office and if they are it is after the fact".

5. ADMAG would like to stress the fact that the complaints have originated predominantly within the clerical and low-grade non-technical fields and, although upward mobility is a goal of all, employees in the technical and professional fields are aware of the necessity for management involvement in the review and selection process in determining assignments in their career fields. The recommendations below are presented with this understanding in mind.

6. ADMAG recommends the DDA take the following actions to restore employee confidence in the vacancy notice process and alleviate the expressed concerns and complaints.

a. Address this subject at the DDA Office Heads staff meeting. Encourage the Office Heads to:

(1) Adopt the vacancy notice system in those Offices which do not have this procedure in effect or issue a notice to their employees regarding the system being used in lieu of vacancy notices.

(2) Take authoritative action to ensure vacancy notices are given the fullest possible distribution within their offices.

(3) Direct the authors of the notices to avoid overstating the job requirements.

b. Publish Directorate guidelines on this subject as a basis for standardization and consistency.

7. In our review of vacancy notices, we obtained a copy of a study done by the Professional Placement Branch of the Office of Personnel dealing with this subject and with their permission have attached a copy of that report for your review. We were advised by [REDACTED] Chief, Professional Placement Branch, that there were a total of 615 applicants for 73 vacancies they specially monitored in 1975. These figures do not reflect in

STATINTL

their report but they do indicate the large interest and activity in the system.

STATINTL



Attachment:
As stated